Multi-stakeholders partnership review

Tool factsheet

IMPLEMENTING THE COMMON FRAMEWORK ON CAPACITY DEVELOPMENT (CD) FOR AGRICULTURAL INNOVATION SYSTEMS (AIS)

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This factsheet is part of a series outlining tools and approaches to promote more effective capacity development for Agricultural Innovation Systems (AIS). These tools and approaches put to use the principles of the Common Framework of the Tropical Agriculture Platform (TAP), a G20 initiative. Some of these tools are applied through the Capacity Development for Agricultural Innovation Systems (CDAIS) project, funded by the EU and jointly implemented by Agrinatura and FAO in collaboration with national partners in Angola, Bangladesh, Burkina Faso, Ethiopia, Guatemala, Honduras, Laos, Rwanda. New tools are proposed to be used at different stages of the CD for AIS cycle in similar CD for AIS projects. Since 2018 FAO implements a Capacity Development for AIS project in El Salvador, funded by the Italian Government.

Background

Multi-stakeholders partnerships are an important vehicle for bringing together a diversity of skills and resources for more effective agricultural innovation systems (AIS). Partnerships can increase the efficiency of the AIS by making the best use of different but complementary resources. Collaborations, joint advocacy and actions can also potentially make a bigger impact on policy-makers and government.

If partnerships are to be successful, however, it is necessary for them to have a clear vision, and purpose, in order to add value to the work of the partners and be carefully planned and monitored.

This tool is designed for reviewing the partnership to assess whether it is achieving the goals of the individual actors or partner organisations. It is essentially a 'health check' of the innovation partnership. It is an adaptation of The Partnerships Analysis Tool of the Victorian Health Promotion Foundation.

It can be linked and used jointly with another CD for AIS tool (Multi-stakeholders partnership assessment tool).

Purpose

This tool can offer an opportunity to the partners to reflect on the value of the partnership from their own organization's perspective. It also helps to assess what-if any-changes would improve the effectiveness of the partnership and to agree as a group to any revisions to the partnership agreement taking into account the findings of the review process.

The tool can be used at different times during the lifespan of a multi-stakeholder partnership. Early on, at the inception phase, it can provide some information on how the partnership has been established, when the actor feels that it is strategic to work in

partnership and needs to identify areas in which there is a necessity for further work.

A year or so into the partnership, the tool provides a basis for structured reflection on how the partnership is evolving and how relationships are being developed. With longer-term partnerships, it may be worth revisiting the tool every 12 or 18 months as a method of continuing to monitor the progress and the ways in which relationships are evolving.

The tool may also be useful to project teams as a tool for reflection and learning during the capacity development process.

How to use the tool

Through this tool, partners rank the partnership as a whole against each of the topics in a checklist describing the key features of a successful multi-stakeholders partnership. The checklist is designed to provide feedback on the current status of the partnership and suggest areas that need further support or work.

There are two main ways to complete the checklist:

- Each partner can be given a copy to complete it independently. They can compare and discuss the results at a meeting. This approach ensures the views of every partner are given equal weight.
- The checklist can be completed as a group activity. This approach will tend to emphasise consensus among members. This can be done through the help of a facilitator in each small group. Groups can be arranged by stakeholder type (all traders in one group, all farmers in another group) or in multi- stakeholder groups. The latter is recommended to ensure that the results are representative of the partnership as a whole and not of a specific interest group.

The checklist is a consolidated measure that accepts that there will be different opinions and perceptions. Often in partnerships, there are very strong and vocal members and more silent, introverted individuals and this needs to be considered and balanced.
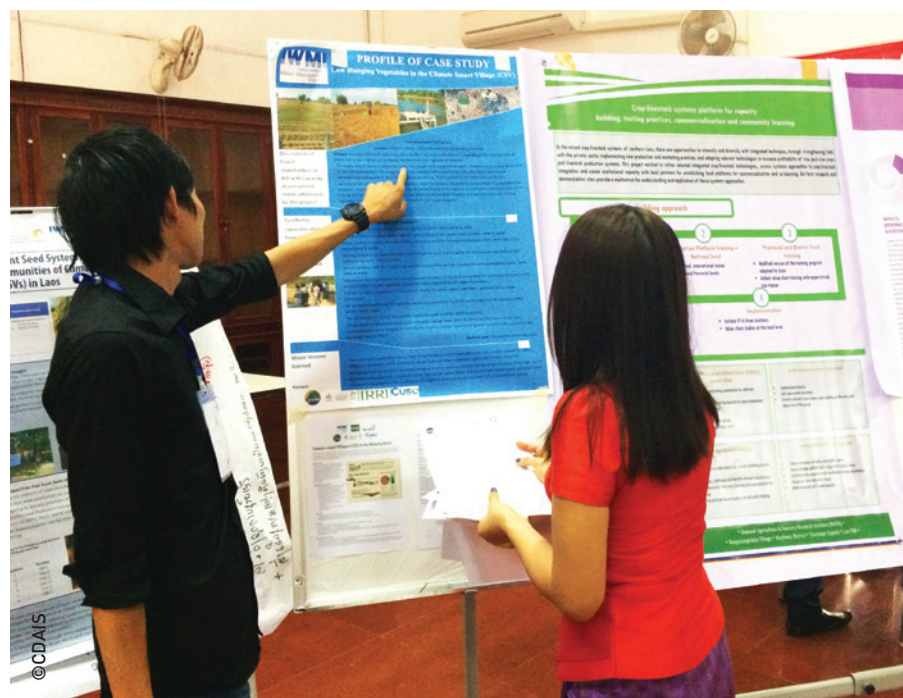
It might be interesting to cite different specific examples that either confirm or contradict the general result (the aggregated result). For example, most partners may be working well (high individual scores) but one or two may be seen to be less cooperative or work less effectively (low scores). The **'outliers'** need to be considered but they should not skew the dominant response. Similarly, a partner may rate well against some of the key features and not in others. These differences between participants are not explicitly captured through this tool but can be noted by the facilitators and this descriptive information can add value to the analysis.

How to use the checklist

- While responding to the questions below, constantly refer to and read the statements in relation to the specific innovation partnership as a whole.
- For each statement, rate the partnership on a scale, with a rating of 0 indicating strong disagreement with the statement and a rating of 4 indicating strong agreement.
- Look at the scores in each section as this will show trends and illustrate areas of good practice as well as helping to identify aspects of the partnership in which further work needs to be done.
- Consider aggregating the scores across the sections and to establish an indication of the overall strength of the partnership. This will also provide a basis for monitoring aspects of the partnership over time. Aggregations are a gross measure; but can be a good starting points for discussions about the project and the partnership.

| SCORES: 0 Strongly disagree | 1 Disagree | 2 Not sure | 3 Agree | 4 Strongly agree	0	1	2	3	4
1. Relevance of the innovation partnership					
The objectives of the innovation partnership are commonly understood and agreed upon					
There is a perceived need for the partnership.					
There is a clear goal for the partnership.					
There is a shared vision and commitment to this vision among all potential partners.					
The partners are willing to share some of their ideas, resources, influence to achieve the goal.					
The perceived benefits of the partnership outweigh the perceived costs					
Total					
2. Composition of the partnership					
The partners share common ideologies and interests					
The partners see their core business as partially interdependent.					
There is a history of good relations between the partners.					
There is enough variety among actors to have a comprehensive understanding of the innovation issue being addressed.					
The perceived benefits of the partnership outweigh the perceived costs					
Total					
3. Effectiveness of the partnership					
Partners have the necessary skills (e.g. team work, leadership, problem solving) for collaborative action.					
There are strategies to enhance the skills of the partnership through CD interventions.					
The roles, responsibilities and expectations are clearly defined and understood by all partners.					
The administrative, communication and decision-making structure clearly determined					
The partnership has identified the right service providers for innovation services					
Total					
4. Planning and implementing collaborative action					
All partners are involved in planning and setting priorities for collaborative action					
The lines of communication, roles and expectations of partners are clear.					
There is a participatory decision-making system that is accountable, responsive.					
There is an investment in the partnership of time, personnel, facilities by the members					
The action is adding value (rather than duplicating services) for the community					
Total					
5. Reflection & continued commitment					
Collective achievements (small victories) and/or failures of the partnership are acknowledged through well-defined processes (e.g. reflection and learning events)					
The partnership can document and measure the results of its collective work.					
There is a clear need for the collaboration and commitment to continuing the collaboration in the medium term.					
There are resources from either internal or external sources to continue the work					
Total					
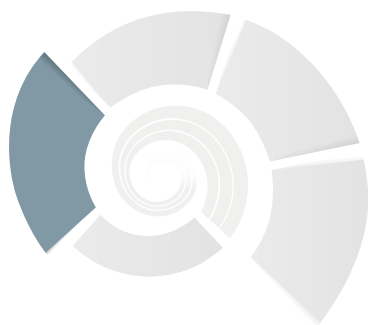
AGGREGATE SCORE	TOTAL	ACTIONABLE RECOMMENDATIONS FOR IMPROVEMENT
Relevance of the partnership		
Composition of the partnership		
Effectiveness of the partnership		
Planning and implementing collaborative action		
Reflection & continued commitment		
The partnership has identified the right service providers for innovation services		

Checklist score

0-19: The whole idea of a partnership should be rigorously questioned.

20-45: The partnership needs some re-thinking and efforts to make it successful.

46-69: The partnership is moving in the right direction but some area might need further work.

70-92: A partnership based on genuine collaboration has been established and it is fulfilling its goals. The challenge is to maintain its impetus and build on the current success.
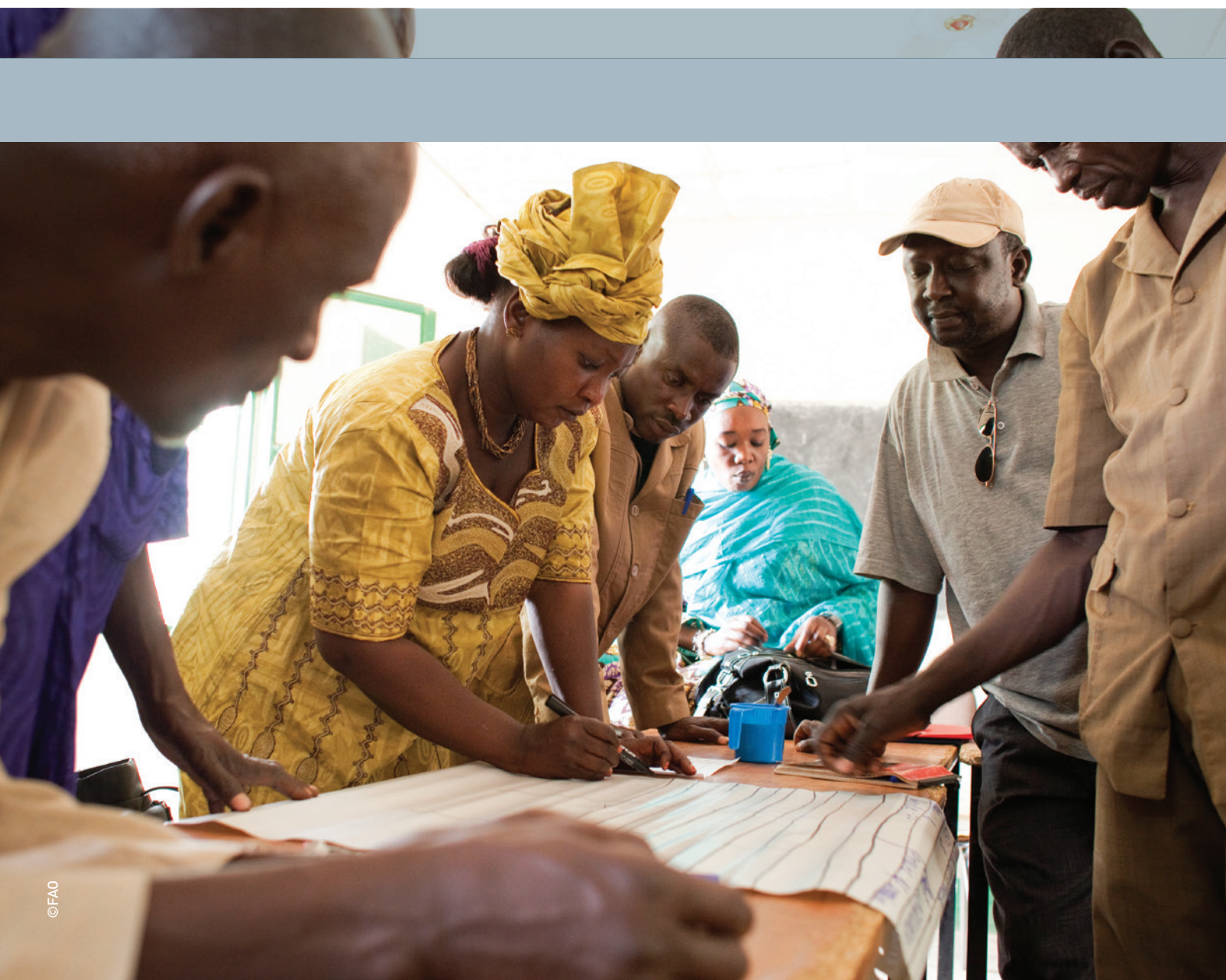
For further information

Tropical Agriculture Platform (TAP):
http://www.fao.org/in-action/tropical-agriculture-platform/en
Email: Tropagplatform@fao.org

TAPipedia: http://tapipedia.org
Email: info@tapipedia.org

**Capacity Development for Agricultural Innovation
Systems Project (CDAIS):** http://cdais.net
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Common Framework products:

*Conceptual
Background*

*Guidance Note on
Operationalization*

*Synthesis
Document*

*The implementation of the TAP Action Plan is supported by the EU-funded project
Capacity Development for Agricultural Innovation Systems (CDAIS).
The Common Framework documents are also available in French and Spanish
on the Common Framework pages of TAPipedia.*

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